



Citizens' Charter National Priority Program (CCNPP)
Ministry of Rural Rehabilitation and Development (MRRD) /
Independent Directorate of Local Governance (IDLG)

Grievances Redressal Mechanism (GRM)

November 2018

Contents

Preface	3
1. Executive Summary	3
Part I- Overview of Grievance Redressal Mechanism (GRM)	3
2. Introduction:	3
3. Grievance Definition:	4
Part II- Principal and Processes of Grievance Redressal Mechanism.....	4
4. Key Objectives of GRM:	4
5. Core Principles of GRM:	4
5.1. Accessibility:	5
5.2. Predictability:.....	5
5.3. Fairness /Equitable:	5
5.4. Transparency:	5
5.5. Right Compatibility:	5
5.6. Capacity Building:.....	5
6. Grievance Redressal Committees (GRCs).....	6
6.1. Village/CDC Level:	6
6.2. Cluster/GA Level:	7
6.3. District/Nahia Level:.....	8
6.4. Provincial/Municipal Level:.....	8
6.5. Central Level:	9
8. Grievances Uptake Channels:.....	10
9. Anonymous Complaints:	11
10. Timelines/Business Standards:.....	11
11. Grievance Redressal Hierarchy Diagram:	11
12. Key Elements of Grievances Redressal Mechanism:	14
12.1. Capacity building/ Awareness:.....	14
12.2. Grievances Resolution Process	14
12.2.1. Grievances Registration:.....	14
12.2.2. Grievances Analysis:	14
12.2.3. Sorting out Non-Grievances (Classification)	14
12.2.4. Grievances Categories:	14
A. Categories of grievances by type :	14
12.2.4.4. Election at Community Level with improper process:	16
12.2.4.5 Central Government Commitment and Coordination	16
i. Citizens' Charter Minimum Services Standards	17

ii.	Government – Community Coordination.....	18
	12.2.4.8. Infrastructure Construction or Rehabilitation:	18
	Includes wages paid, selection of laborers and project construction quality and cost.....	18
	12.2.4.9. Financial and Procurement Management:	19
	Includes maintenance of accounts, quality of materials, etc.	19
	12.2.4.10. Development Actors at the Community:	19
	12.2.4.11. Monitoring:	19
B.	Project Management-related Grievances.....	20
12.3.	Referral Grievances to Related Entities:	20
12.4.	Action:.....	20
12.5.	Resolution:	20
12.6.	Confirmation:	20
12.7.	Feedback:.....	20
13.	Grievance resolution process Diagram:	20
14.	Governance of the GRM:	21
15.	Tracking Grievance:	21
16.	Reporting and Analysis Related Entities:.....	22
17.	Acronyms	23
18.	Annexes.....	23

Preface

The Citizens' Charter Grievances Redressal Mechanism (GRM) is a bottom-up channel through which communities, groups or individual in communities can raise complaints or concerns about the program's development or governance work that negatively or unfairly impact them. It is also a means through which staff and non-staff can raise issues in project management (e.g. recruitment, procurement, and finance). A well-functioning Grievances Mechanism not only has the potential to limit disputes in communities (or between communities) and prevent future ones, it sends a signal that the Government is prepared to be held accountable. Finally, grievances resolution and adaptive responsiveness to grievances to avoid their future occurrence may increase people's confidence in the Government.

1. Executive Summary

The Citizens' Charter aims to build united villages, neighborhoods, cities that share a common vision for building the Afghan nation. At the heart of the Citizen's Charter is a compact between the Government and the Community Development Councils. In this compact, over the next 10 years the Government will provide communities with the most important services such as drinking water, health, education, electricity, irrigation systems, agriculture extension and roads. In exchange, communities will be honest and transparent in their use of funds, they will ensure that all village men and women benefit from services provided through the Charter, and they will provide security to government workers. At the same time, the Government and its development partners will also practice accountability and enable communities, groups, or individuals to raise their voices when a fair and equitable development processes or governance practices are not followed. This may include the promised services or facilities not working, the development process captured by powerful actors, funds are mis-used, or the poor, vulnerable and marginal individuals and households excluded from development and / or governance.

This Grievances Redressal Mechanism Manual lays out the principals and processes of the Citizens' Charter Grievances Handling, the various actors and their roles in Grievances uptake, channeling and resolution. The Manual also lays out the key elements: awareness raising, up-take, registration, analysis, and the categorization of grievances that provides the basis for the Grievances Form (16a), monitoring, and the resolution of the grievance and feedback to the complainant. Finally, the manual speaks to the Governance of the Grievance Handling Process, how grievances are tracked and a reporting format.

Part I- Overview of Grievance Redressal Mechanism (GRM)

2. Introduction:

- A.** Grievance Redressal is a crucial mechanism to ensure that anyone in the community can complain about development and governance processes that are inequitable, exclusive, non-transparent, non-accountable, non-participatory, and non-representative and/ or do not follow the guidelines laid out for elections, development planning, project and labor selection, project implementation, CDC sub-committee work, operations and maintenance, and financial management. A complaint can be filed against the Government, Facilitating Partners, CDC, Cluster CDC, one or more of the CDC / Cluster CDC sub-committees, or private individuals that interfere in

development or governance, and subvert the process. In sum, the Grievances Redress Mechanism ensure that communities, or groups and individual within communities, can raise their voice and obtain fair and just resolution in case those that facilitate the program (Government or Facilitating Partner staff) or peoples' elected representatives (CDCs, as well as Cluster CDCs and Gozars) do not follow accountable, transparent, participatory, inclusive, pro-poor and pro-women, development practices. Social conflict not related to the development activities of the Government do **not** qualify as a grievance. This is because the Grievances Redress Mechanism is limited to the development and governance work of the Government and its Partners, not issues that arise amongst local resident irrespective of the Citizens' Charter.

B. The Grievances Redress Mechanism is also a channel for staff and non-staff (communities, staff from Facilitating Partners) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, financial management, and procurement at district, provincial or HQ levels. Project Management Grievances will be registered then channeled to the relevant Division or if at HQ to the Program Leadership.

3. Grievance Definition:

A grievance is defined as an oral or written expression of dissatisfaction or concern of individuals or organizations about unfair practices in terms of the development and governance activities initiated and facilitated by the Government and its Facilitating Partners or the dissatisfaction or concern about unfair and / or unacceptable practices in terms of recruitment, procurement, financial management.

Part II- Principal and Processes of Grievance Redressal Mechanism

4. Key Objectives of GRM:

Following are the main objectives of the GRM:

- To enhance accountability and transparency of the Government and CDCs/ Cluster CDCs
- To improve the quality of program implementation
- To increase the levels of citizens' satisfaction and trust in the Government
- To limit or prevent future disputes

5. Core Principles of GRM:

The GRM will entertain all types of complaints, comments, enquiry and suggestions, that relate to the Citizens' Charter National Priority Program's effectiveness and efficiency. In order to ensure transparency in handling and processing of grievances, all CCNPP's stakeholders, especially complainants will be kept informed of the handling process and the outcome of the redressal process in a timely manner. Confidentiality is an integral part of fairness, and the identity and personal details of complainants will only be disclosed to those involved in the resolution of the grievance (this may be GRM, or other CCNPP Divisions). The GRM is based on the following guiding principles:

5.1. Accessibility:

This GRM will be publicized through FP, PMU staff, media, posters and brochures to all citizens including Vulnerable Groups (People with Disabilities, Women, IDPs, Returnees, Kuchis and Minorities) who may want to raise their voice regarding any element of the program.

5.2. Predictability:

This GRM provides a clear and known procedure for categorization by types of grievances, their classification (Suggestion, Comment, Inquiry and Complaint), their handling with time frames (at each level); and clarity on the types of process and outcomes. GRM offers the means to monitor the implementation of resolution of the complaint.

5.3. Fairness /Equitable:

This mechanism ensures that aggrieved parties have reasonable access to sources of information, advice, and expertise necessary to engage in a grievance process that leads to a fair and equitable resolution.

5.4. Transparency:

This GRM process is transparent, with confidentiality to the complainant ensured, and outcomes communicated.

5.5. Right Compatibility:

This GRM ensures that its outcomes and resolution of grievances and complaints are accord with CCNPP's Manuals and the Rules and Regulations of the Government of Afghanistan.

5.6. Capacity Building:

The GRM will be trained to DMU/Nahia, PMU/PIU and FP staff through the Capacity Development Division and then cascaded to the CPM/GRC and community. As the result the citizen would be able to raise their voice and the relevant committees will process the grievance.

5.7. Feedback Mechanism:

The Grievances Team (GRD/GRU) will provide feedback through email, phone, website, etc. relating to all Grievances to the complainant regarding the outcome of the grievance.

6. Grievance Redressal Committees (GRCs)

Note: Grievances that originate in communities and are complaints or concerns about the Citizens' Charter Development process and sub-projects or about CDCs and Cluster CDCs and their governance work are channeled through the below committees. Grievances that are about the administration of the CCNPP (e.g. issues relating to recruitment, procurement, financial management or harassment) will go directly to the Grievances Handling Division, be recorded in the system, and channeled to the program leadership for action.

6.1. Village/CDC Level:

The Community Participatory Monitoring Committee (CPM) also serves as the Grievances Redressal Committee (GRC) at the community level:

- The CPM/ GR Committee will be a permanent body. The same members will serve on it during the lifespan of the CDC since there will be training investment.
- The CPM/GR Committee should be selected from sub-committee members and comprise of 10-12 people.
- Ideally, there should be an equal number of men and women.
- At least two of the team members should be literate and they should serve as CPM / GR Committee Chairperson and CPM / GR Committee Secretary. The Chairperson will be managing the team, and the Secretary will be responsible for documentation and filing
- The team cannot include any CDC members as this is meant to serve as an independent monitoring and grievances redressal mechanism
- Any grievance related to the CC Development process or sub-projects and the CDC / Cluster CDC Governance work will be registered and documented. Social issues unrelated to the CC development or governance work is not a grievance to be raised here but should be solved internally by the community.

Each community has a complaint box and the CPM/ GR Committee should check the box at least once a week or if they know a grievance has been put. The person(s) can put a complaint anonymously. If they wish, individuals or groups can also hand a complaint to the CPM/ GR Committee.

Grievances that are raised at the community level (through the box or to the Grievances Committee) will be first and foremost attempted to be resolved at the community level within a period of 10 days. If a Grievance is raised to the CDC members, they should share this grievance with the CPM/ Grievances committee who is responsible to solve the issue at the community level. All Grievances must be put on the Grievances Form and registered in the Grievances Registration Book and channeled to the District Office via the Facilitating Partner Social Organizers. If the Grievances is against a FP Social Organizer, it should be channeled through the Government MRRD District Office via the Government Social Organizers or Engineers. All Grievances, even if they are solved at the community level, must be sent to the District Management Unit and entered into the data base (see Diagram below).

The CPM/ GR Committee will review the Grievance and decide if the Grievance is legitimate. If the Grievance is legitimate, the CPM/ Grievances Committee should speak to the complainant and ask them if they wish to raise this Grievance in person or if they wish to have the CPM / Grievances Committee raise the Grievances on behalf of the complainant. Depending on the Grievances (against the CDC, a sub-committee, or a villager), the CPM/ Grievances Committee should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and / or have not put their names on the Grievances form, then the CPM/ GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, this is noted and the MRRD District Office is informed by the FP SO and the Grievance is entered in the database as solved.

If the Grievance cannot be solved at the community level, then it should be referred to the CPM / GR Committee at the Cluster / Gozar level for further action and resolution. If the Cluster CDC and its sub-committees, as well as the CPM/ GR committee have not been established, the Grievances is taken directly to the MRRD District Office by the FP Social Organizer. The District Office will then channel the Grievance to the PMU where the data base officer will then enter the form and inform the MRRD Grievances Redressal Division and IDLG Grievance Redressal Unit, who will attempt to solve the issue.

Also note that the FP and Government Social Organizers should meet with the CPM/ GR Committee in each follow up visit to note all grievances in the registration book, submit all grievances that have not yet been submitted to the District Office, and offer support to the CPM/ GR Committee in case it is needed.

6.2. Cluster/GA Level:

- The Cluster CPM / GR Committee will be a permanent body. The same members will serve on it during the lifespan of the CDC since there will be training investment.
- The Cluster CPM/GR Committee will consist of 8-16 people and each CPM/GR Committee from each community in the cluster will select 2 persons (1 man and 1 woman)to serve in the Cluster CPM/GR Committee
- Ideally, there should be an equal number of men and women
- At least two of the team members should be literate and they should serve as Cluster CPM / GR Committee Chairperson and Cluster CPM / GR Committee Secretary. The Chairperson will be managing the team, and the Secretary will be responsible for documentation and filing
- Cluster Grievances Redressal Committee members cannot be CDC members or the professionals from the Clinics/ Schools who are included in the Committees
- Any grievance related to the CC Development process or sub-projects and the CDC / Cluster CDC Governance work will be registered and documented. **Social issues unrelated to the CC development or governance work is not a grievance to be raised here but should be solved internally by the community.**

CPM/GR Committees at the Cluster/Gozar level resolve grievances received directly or grievances referred to from the communities under the Cluster. Grievances at this level should be addressed within 10 days. Here too, as in the community, the complainant and the person(s) or body (e.g. CDC) against whom the complaint is made, will have an opportunity to explain their position. The Cluster CPM/ GR Committee should then attempt to solve or address the Grievance and make sure that the CC Operation and Training Manuals is followed. If the complainants wish to remain anonymous and / or have not put their names on the Grievances form, then the Cluster CPM/ GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, the MRRD DMU is notified and the Grievance is noted as solved in the data base. If the Grievance is not resolved at the Cluster level, it should be referred to the District Citizens' Charter Management Committee for further action and resolution.

Note: the FP and Government Social Organizers are responsible to meet the CPM/GR Committee in every follow up visit to collect new grievances that have been entered into the Grievances Registration Book and submit them to the District Office and offer and support the Cluster CPM/ GR Committee might need.

6.3. District/Nahia Level:

The District Citizens' Charter Management Committee (DCCMC) consists of the District Governor (who oversees the Committee), and the highest staff member of MRRD, MoPH, MoE, and MAIL. The MRRD District Manager will register all case outcomes or recommendations and ensure these are entered into the data base. The DCCMC, just as in the communities and Cluster communities, will provide an opportunity, where the two parties can explain their position and the DCCMC, led by the District Governor, will attempt to solve the Grievance. If the complainants wish to remain anonymous and / or have not put their names on the Grievances form, then the Cluster CPM/ GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to represent the issue. If solved, DMU will enter the Grievance as solved; if not the PMU will be informed and will attempt to solve the Grievance. If the PMU cannot solve the Grievance, it will write a report and submit the report to the Provincial Citizens' Charter Management Committee (PCCMC), headed by the Provincial Governor, who will then attempt to solve the Grievance

The CCNPP's district manager is responsible to refer and follow up with the DCCMC to ensure that the Grievances are heard by this body. If a grievance cannot be solved within 26 days at this level, it should be forwarded to the CCNPP's PMU for action and solution.

6.4. Provincial/Municipal Level:

The Provincial Citizens' Charter Management Committee (PCCMC) members are heads of Provincial Directors of Rural Rehabilitation and Development, Agriculture, Irrigation, and Livestock, Public Health, Education. The Committee is chaired by the Provincial Governor and CCNPP's Provincial Manager will

record and document decisions and follow up to ensure that Grievances not resolved at the District level are heard at the PCCMC level.

Finally, if not solved the Grievance will be send to the Central Citizens' Charter Management Committee for resolution/ decision.

At the city level: The Provincial Citizens' Charter Management Committee (PCCMC) members are heads of Provincial Directors of Rural Rehabilitation and Development, Agriculture, Irrigation and Livestock, Public Health, and Education, under the direction of the Mayor. The CCNPP's Provincial Manager will record and document all decisions and follow up that Grievances not solved at the Nahia level are heard at the Provincial level.

The CCNPP's Provincial Manager is responsible to refer and follow up the grievances received directly or referred grievances. Unsolved grievances should be presented to the Provincial Governor for his/her consideration that may need PCCMC meeting. At the city level, the Grievances will be put before the Mayor for his/her consideration that may need PCCMC meeting. Ultimately, if a grievance cannot be solved within 26 days at this level, it should sent to the HQ's GRD/GRU for further process, where it will be forwarded to the Central Citizens' Charter Management Committee or the relevant Division/ Senior Management (depending on the Grievance).

6.5. Central Level:

GRD/GRU is responsible to receive, analyze, categorize the incoming grievances and then refer them to the related entities for further action and solution.

Grievances related to the CCNPP development or governance activities at the community or cluster community level that have gone through the various levels (including Cluster, District, and Province) and that have not been solved, will be channeled to the Central Citizens' Charter Management Committee (CCCMC). The CCCMC consists of the Deputy Ministers of all CCNPP Ministries and is chaired by the Deputy Minister of Finance.

Grievances that relate to the administration of the CC (project management, such as Recruitment, HR issues, Harassment, Procurement, and Financial Management) at the district or provincial levels should be registered and channeled through GRD/GRU to the relevant HQ Division (with a copy provided to the Director General). If the Grievance is against an HQ Division's practices or activities, then the complaint should be taken to the Director General of the CC program (either urban or rural).

In addition, GRD/GRU handles the grievances channeled from lower levels or the performances of lower levels are not according to OM. If the grievance cannot be resolved at the GRD/GRU level, then the issue will be referred to the CCCMC to be resolved. The CCCMC only handles grievances that cannot be resolved by the GRD/GRU.

7. Grievance Redressal Committee Terms of Reference:

The formed Committee will have the following tasks to perform:

- To receive and register all incoming grievances into the Grievance Registration Book (16b) and Form(16 a) at CDC and CCDC/GA levels
- To analyze the grievances in order to understand the nature of grievances and an appropriate way to deal with them
- To categorize all incoming grievances
- To refer the analyzed grievances to the related committees/entities for resolution, and complainants, if they wish to come forward should be able to explain
- To follow up on the grievances with the responsible committees/entities to speed up the process and reach the final result (time line based)
- To hold periodic Grievance Redressal Committee's meeting, as required
- To feed the result back to the complainant
- To check the complaints box and address the incoming complaints.

Grievance Redressal focal points responsibilities at the District, Provincial and Central Levels:

- To submit physical summary of key and unresolved grievances to District Governor, Provincial Governor/Mayor, MRRD General Director and IDLG General Director by CCNPP District Manager, PMU Managers and GRD's Head.
- Announce the meeting, preparing and sharing agenda to the members of the committees (DCCMC, PCCMC, and CCCMC).
- Providing the minutes of the meeting to the committees' members.

8. Grievances Uptake Channels:

Citizens can submit their grievances regarding any element of the Citizens' Charter without any restriction through a variety of means as listed below:

- **Grievance Boxes:** Will be located in a visible place in each community, District and Provincial Office, and at the Ministries in Kabul.
- **Personal Visit:** Complainants can personally submit his/her grievance to one of the relevant Grievances Redressal Committees.
- **Telephone Hotline:** The complainant can report his/her grievance verbally to a dedicated telephone hotline (the number of which displayed on the Brochures and Posters).
- **Telephone Message:** Complainant can send text message of his/her grievance to a dedicated phone number.
- **Petition:** Complainant can submit his/her written petition directly to one of the grievance handling committees (CPM/GRC at the village/CDC and cluster/GA levels, DCCMC at district level, PCCMC at the provincial level, MCCMC at the city level and Central level.
- **Email:** Those complainants who have access to the internet can send their grievances to emails address that provided in the Brochures and Posters.
- **Web Portal:** An online web page will be under CC main website. Here, a form (16a) needs to be completed.

9. Anonymous Complaints:

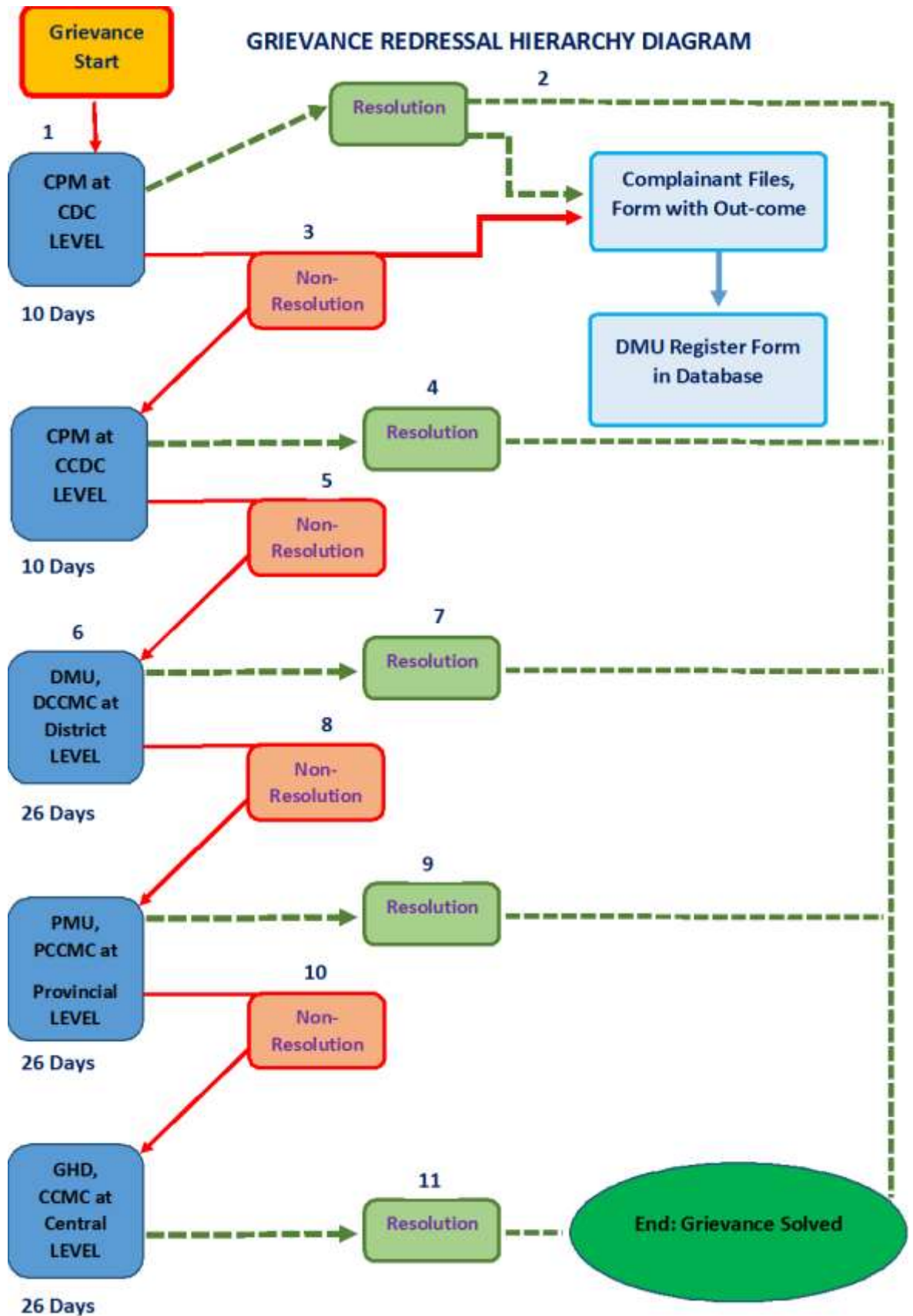
This GRM ensures to consider all complainant's (anonymous, or known) complaints irrespective of their nature, size and complexity. Therefore, all grievances, comments and suggestions received will be registered and processed the same. At the same time, feedback to the anonymous complainant is virtually impossible; however, the complainant will be able to notice the change if the Grievances is properly solved.

10. Timelines/Business Standards:

All grievances, irrespective of their nature and size shall be considered and corrective actions must be taken within 10 days at CDC and Cluster Levels, 26 days at District, Provincial and Central levels. All possible efforts will be made to complete the process within the shortest possible time and share the result to the complainant via email, phone and etc.

11. Grievance Redressal Hierarchy Diagram:

The grievance redressal hierarchy diagram is shown in next page.



11.1 Narrative of Grievance Redressal Hierarchy Diagram:

1. Complainant takes grievance to CPM/GRC and has the opportunity to explain his/her grievance(s). CPM/GRC invites complainant to make their case to the relevant body/entity, who explains their position, showing records and / or explaining process. If needed, the CPM/GRC discusses remedy of the issue and next steps.
2. If the complainant is satisfied, the grievance is resolved; if the complainant is not satisfied or the CPM/GR Committee presented their case and there was no action, the case is not solved. In either case, the complainant with the support of CPM / GRC, completes the Grievances Registration form 16b/16a. The grievances are collected by Social Organizers and entered into the data base (at the District Office).
3. If the grievance is not resolved within 10 days at this level, the community CPM/GR Committee sends the grievance to the Cluster CPM/GR Committee. The Cluster CPM/GR Committee holds a meeting with Complainant and the entity/ body that the complaint is against to solve the issue.
4. If the Cluster CPM/GR Committee has solved the Grievance, the DMU is informed and the Grievance is noted as solved in the database.
5. If the grievance is not solved within 10 days at this level, the grievance is channeled by the Cluster CPM/GR Committee to the District Citizens' Charter Management Committee (where MRRD's District Manager will document the outcome)
6. The Complainant has an opportunity to present the grievance at the DCCMC, where CCNPP's District manager, FPs' District manager / line ministries and the District Governor are present. If the issue involves the CDC or Cluster CDC, they should be represented in this meeting.
7. The DCCMC, through the District Manager, investigates the case by visiting the community and meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members,) and writes a report that is filed at the District Office, PMU, HQ, and if the complainant is satisfied, the grievance is amended in the data base as solved.
8. If the grievance is not solved within 26 days at DCCMC level, it should be forwarded by the District Manager to the PMU for further process.
9. The PMU/ PCCMC, where CCNPP's PMU manager, FPs' PMU Managers / line ministries and the Provincial Governor are responsible to solve the grievance, they study the report and if required investigates the case by visiting the community, meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members) and writes a report that is filed at the PMU, HQ, and if the complainant is satisfied, the grievance is amended in the data base as solved.
10. If the grievance is not solved within 26 days at PMU/PCCMC level, it should be forwarded through grievance handling database to the HQ's GRD/GRU.
11. GRD/GRU's team will try solve the issue including execution of official mission to the field if not solved then channel the Grievance to the appropriate body/ person or investigate further is asked to do so.

12. Key Elements of Grievances Redressal Mechanism:

The key elements of GRM includes Capacity Building/Awareness and the Grievance Resolution Process (receive, register, analyze, categorize, classify, refer, action, resolution, confirmation and feedback) as below:

12.1. Capacity building/ Awareness:

Capacity Building and Awareness Raising of the GRM process and the documentation is the responsibility of the Capacity Development Division (CDD) who will train the FP Chief and Provincial Trainers, the Government Provincial Trainers and Social Organizers, as well as Provincial and District level staff, who will participate in the cascade training of the FP Chief and Provincial Trainers and the Government Provincial Trainers who monitor the cascade training. The FP SOs are the ones that disseminate the Grievances Redressal Mechanism in communities and share the details with the Community and Cluster CPM/GR Committees.

Further, the Public Communication Division has the responsibility to produce materials (media, posters, and brochures) that will be used by the program to facilitate the awareness of the GRM. The distribution of the posters and brochures to the community should be made through FP and PMU staff.

12.2. Grievances Resolution Process

12.2.1. Grievances Registration:

Any grievance related to the program should be recorded in the Grievance Reporting Form (16 a) and documented. Received/submitted grievances are filed as confidential in the Grievance Registration Book (16 b) at the community and cluster levels and in the grievance handling database at the districts, provincial and central levels.

12.2.2. Grievances Analysis:

All incoming grievances must be analyzed in order to recognize the nature of the grievance and an appropriate way to deal with the grievance.

12.2.3. Sorting out Non-Grievances (Classification)

Form 16A is titled Grievances Registration Form and is meant to capture complaints. Suggestions or inquiries will be documented and entered into the system if noted.

12.2.4. Grievances Categories:

A. Categories of grievances by type :

Each and every grievance received through the uptake channels will be sorted categorized, sub-categorized as below:

12.2.4.1. **Corruption:**

Grievances might include misuse of funds, theft, improper process of procurement and etc. Therefore, the responsible individuals and entities will address the above grievances.

12.2.4.2. **Lack of Women's Awareness, Participation in Exercises and Planning:**

Grievances might include no social map, no resource map, no wellbeing analysis, no women mobility, insufficient participation of women priorities for development.

12.2.4.3. **Lack of Awareness, Participation in Exercises and Planning:**

Grievance might includes community mobilization up to CDP and the various development activities, including the 'Reduce Seasonal Hunger Campaign' any collective action, the Community Profile and the Gap Analysis, which are presented as below:

- **Community Awareness Raising of CC:** Orientation on CCNPP and Citizens' services and development rights. In this regard, grievances may include that not all neighborhoods were invited, the women's orientation session was not held, etc.
- **Community Mobilization and Development Planning Process:** This includes all participatory exercises and the Community Development Planning meeting. Grievances might include: not all mohallas were represented, lack of women participation, the failure to consider the views and feedback of women in number of exercises, such as social map, resources map, wellbeing analysis of community members, seasonal calendar, leaking pot and women's mobility map. Therefore, the committees and individuals are responsible to address the grievances caused by the above type of problems.
- **Collective Action:** This includes any collective action whether self-initiated or program initiated. Grievances may include citizen's views being ignored by influential and powerful people, powerful actors imposing collective action, or collective action does not favor all neighborhoods, some residents of some neighborhoods were not included, laborers did not volunteer, but were forced and so on. Therefore, the grievances handling committees are responsible to address and solve the grievances that caused by the above-type of issues.
- **Campaign of Reducing Seasonal Hunger:** This campaign should be driven by the VGD Sub-Committee with the help of the Youth or other Sub-Committees. Possible problems include: Exclusion of neighborhoods, inclusion of a small number of the poorest households not all of them, lack of campaign and improper collection of food and goods by the Vulnerable Group Sub-Committee, putting too much pressure on better off and middle households, the seizure of food storage by influential people not poorest group, non-standard and unprotected storage of food from pests, lack or non-use of food registry book, inaccuracy in the amount of food, presenting wrong figures and so on. Therefore, this grievance handling system will make it compulsory for authorities to handle the above grievances.

- **Community Profile:** This work is to be done by the Community Volunteers, but FP SOs are responsible to check that the data collected is correct. Grievances might include exclusion of neighborhoods, lack of inclusion and counting of all households and others, non-registration of IDPs/ Returnees, or settled Kuchi households. It is the responsibility of related individuals and entities to handle the grievances.
- **Gap Analysis:** The Gap analysis has 2 parts: part 1 for the SOs and part 2 for the Engineers. Part 1 includes the social dimension of the community and part 2 documents the MSS that the community meets and those it does not meet. **Grievances may include MSS not properly reported; development needs of the community are under-stated; and so on.**

12.2.4.4. **Election at Community Level with improper process:**

Includes the CDC / CCDC/GA Elections, the workings of the CDC, Cluster CDC, GA and Sub-Committees.

- **CDC and CCDC/GA Election:** The CDC and Cluster CDC/ GA elections have strict rules about how to conduct them. There must be election units, based on the social map, voting boxes for men and women in each election unit, clearly visible election posters that explain the rules, the election committee must monitor all election boxes, the election of members and office bearers must be secret ballot, and so on. Grievances might include: election units are not proper, voting boxes were put in the main mosque only, office bearers were selected by hand-raising, etc. Therefore, the related individuals and entities are responsible to address the above grievances.
- **CDC and CCDC/GA as Development Governance Institution:** The CDC and Cluster CDCs/Gas and their Sub-Committees should hold regular meetings, document decisions, be participatory, include women or make sure that women's views are heard, listened to, and considered, before making decisions. Further, CDC have to account to communities through Social Audits, and so on. Grievances might include that women's views are not heard, or women are not signatories on the CDC accounts, etc. Therefore, the related individuals and entities are responsible to address the above grievances.
- **Sub-committees:** The CDC and Cluster CDC Sub-Committees are to hold frequent meetings and be participatory forums for all people to speak, discuss and make collective decisions, as well as account to the public for their work through social audits. Grievances may include irregular meetings, failure to consult or listen to the women's wing of the committee, unwillingness to conduct the social audit, etc. Therefore, the related individuals and entities are responsible to address the above grievances.

12.2.4.5 **Central Government Commitment and Coordination**

This section refers to the Minimum Services Standards that the Government of Islamic Republic of Afghanistan has committed to provide to its citizens through the Citizens' Charter National Priority Program, as well as how the Government coordinates the interaction between Cluster CDCs and District Officials.

i. Citizens' Charter Minimum Services Standards

- **Drinking Water (CCNPP/MRRD):** One water point per 25 households, providing 25 liters of water per person per day. If the MSS is not met, then the individuals and entities are responsible to address the grievance.
- **Rural Infrastructure (CCNPP/MRRD):** MSSs of rural infrastructure includes **one** of the following: basic road access, small-scale irrigation infrastructure and basic electricity, the details are:
 - ✓ **Basic Road Access:** Within two kilometers walking distance from nearest accessible rural road (accessible areas only). If the MSS is not met, the individuals and entities are responsible to address the grievance.
 - ✓ **Small Scale Irrigation Infrastructure:** This includes intakes (for secondary/tertiary canals), water divider, water control gates, siphon, water reservoir up to 10,000 M³ capacity, rehabilitation or construction of small irrigation canal, protection wall, gabion wall, aqueducts, and super passage. If the MSS is not met, citizens can complain. The individuals and entities are responsible to address the grievance.
 - ✓ **Basic Electricity:** 100W per household through solar, micro hydro, biogas or wind (only in areas that cannot be reached by the grid). If the MSS is not met, the citizen's grievances will be addressed.
- **Municipal Services (CCNPP/IDLG):** The urban Citizens' Charter has no MSS, but provides the following facilities/ services, depending on what communities chose **and the funds available:** this includes options of: street upgrading, parks, lighting, provision of potable water, solid waste management arrangements, and women's economic activities, house numbering. Any complaint regarding the implementation of any of these sub-projects will be addressed by related individuals and or entity.
- **Quality Education in Schools (CCNPP/MoE):** As part of the MoE's existing education standards for students have 24 hours per week of education in grade 1-3, 30 hours of education in grade 4-6 and 36 hours of education in grade 7-12. Students, guardians of students and community members can complain about qualifications of teachers, hours of education, discrimination against Returnees and IDPs or Economic Migrants, teachers' attitudes and behavior towards the children, principal's attitudes and behavior towards the children, lack of education and materials, inadequacy of the female teachers and other similar cases.
- **Health (CCNPP/MoPH):** As part of the MoPH's existing health package, citizens can complain about: opening hours, absence of staff, lack of services, misconduct and misbehavior of staff, inequality and other similar issues. Therefore, the related individuals and authorities will handle the grievances and refer them to relevant authorities for follow up.
- **Agriculture (CCNPP/MAIL):** Community members may complain about agricultural quality materials and services, lack of accepted technology, lack of irrigation through infrastructure reconstruction and extension, lack of infrastructure value chain, failure to consider market communications and other similar issues. Therefore, the related individuals and authorities will handle the grievances and refer them to relevant authorities for follow up and resolution.

ii. Government – Community Coordination

- **DCCMC – Cluster CDC quarterly meetings:** the Government is supposed to hold quarterly meetings at the district level so that Cluster CDCs can meet with the District Governor and the highest CC line ministry officials in the district to discuss key issues related to development. Grievances might include such meetings not being held or the meetings are dominated with Cluster CDC members having no voice.

12.2.4.6. Environmental Safeguards:

Grievances include Improper Site Selection, Mitigation Measures problematic, cutting trees/degradation of pasture problematic, air/water/noise pollution. The responsible individuals and entities will handle the above problems.

12.2.4.7. Social Safeguards:

Grievances include Land (Donation/Purchase by Community/Public) Problematic and Compensation issue. The responsible individuals and entities will handle the above problems.

12.2.4.8. Infrastructure Construction or Rehabilitation:

Includes wages paid, selection of laborers and project construction quality and cost.

- **Investment Grants for Infrastructure, Daily Wages for Laborers (including MCCG):** There are clear guidelines about the selection of laborers for sub-projects and MCCG (all labor must be from the poor and very poor). There are also rules about the minimum number of days for sub-projects (20 days) and MCCG (40 days), as well as prescribed wage rates. Grievances may include that laborers have not been selected from amongst the poor and very poor, work too few days, wages not paid on time, non-standard wage rates, advanced wage and other similar cases. In this case, the related individuals and authorities will address the grievances.
- **Contribution of Community members towards CCNPP's Investment Grant for Infrastructures (except MCCG):** Communities are expected to contribute a certain percent (10 percent in rural areas and 25 percent in urban areas). The community contribution can be through labor, cash or in kind and most communities chose labor. Grievances may include that laborers were coerced to work. Therefore, the authorities will handle the above grievances.
- **CCNPP's Investment Grant for Infrastructures Projects (Including MCCG):** The Government wants good quality projects to be built so that the MSS are met and so that the sub-projects last and are of benefit to the communities for years to come. This means that the design of projects should be sound, the estimation correct, the site selection proper, and so on. Grievances might include poor quality cement or other building materials; contractor is weak, incorrect technical survey by the Government engineer, inequitable allocation (some households have no benefit); land acquisition was done improperly, etc. The responsible individuals and entities will handle the above problems.

12.2.4.9. Financial and Procurement Management:

Includes maintenance of accounts, quality of materials, etc.

- **Financial/Procurement Grievances (including MCCG), CC's Investment Grant for CDC/CCDC/Gozer, MCCG Financial Management:** The Citizens' Charter has clear rules about financial management and transparency of accounts. Grievances might include misuse of funds and non-transparency of accounts/ records. Therefore, the responsible individuals and entities will address the above grievances.
- **CCNPP's Investment Grant for procuring construction materials of Infrastructure projects/MCCG:** The Citizens' Charter has clear rules about procurement (the purchase of materials and services). Grievances may include non-competitive bidding, non-transparency of accounts or records, etc. The responsible individuals and entities will address the above grievances.
- **Disbursement (Including MCCG):** The Government should transfer the investment grants (rural) or block grants (urban) in a timely manner when the community is ready to proceed with the work and when construction is possible (in terms of the season). Grievances may include untimely disbursement. Citizens may complain about delays in cash disbursement of CC, MCCG disbursement and other similar cases. Therefore, the above grievances should be addressed by the related individuals and entities.

12.2.4.10. Development Actors at the Community:

Developing actors in the community are women and men who facilitate the development process (SOs) or the experts who help with the design and construction of sub-projects (Engineers). SOs and Engineers must be respectful, polite, and plan their activities at times that are convenient to the community members. Further, they must follow a clear visit schedule. Citizens may complain about behavior and attitude, number of visits and other similar cases. Therefore, the related individuals and authorities will register the above grievances and refer them to the relevant authorities for follow up and resolution.

12.2.4.11. Monitoring:

The CPM/GR Committees are responsible to monitor the performance of CDCs, sub committees, infrastructures, laborers selection, payment based on number of working days. If the CPM/GR Committee does not exist, or does not do its work, such as call for social audits, monitor the development process and the sub-project work and finances citizens can complain and authorities will register the above grievances and refer them to the relevant authorities for follow up and resolution.

The CDC/ Cluster CDC / Gozar and Sub-Committees are responsible to rate the rural infrastructure and schools and clinics through score cards. Grievances may include that the scorecards are not completed or that people are not consulted or the findings are not shared.

B. Project Management-related Grievances

Project management grievances include, but are not limited to, issues relating to recruitment, procurement, financial management or harassment, at district, provincial or HQ levels. Therefore, the above grievances should be recorded in the system, and channeled to the program leadership for action and solution.

12.3. Referral Grievances to Related Entities:

The received/submitted grievances after analysis registered in the grievances registration book at CPM/GRC both at the village and cluster levels but at the district, provincial and central levels received/submitted grievances are registered in the grievances handling database. After the above steps, grievances are referred to the relevant authorities in order to be followed and resolved issues based on GRM.

12.4.Action:

Here we follow up the referred grievances with the responsible individuals and entities for obtaining results based on timelines.

12.5. Resolution:

Resolution must come from the result of the action taken and must be based on the CCNPP manuals, and Rules and Regulations of the Government of Afghanistan.

12.6. Confirmation:

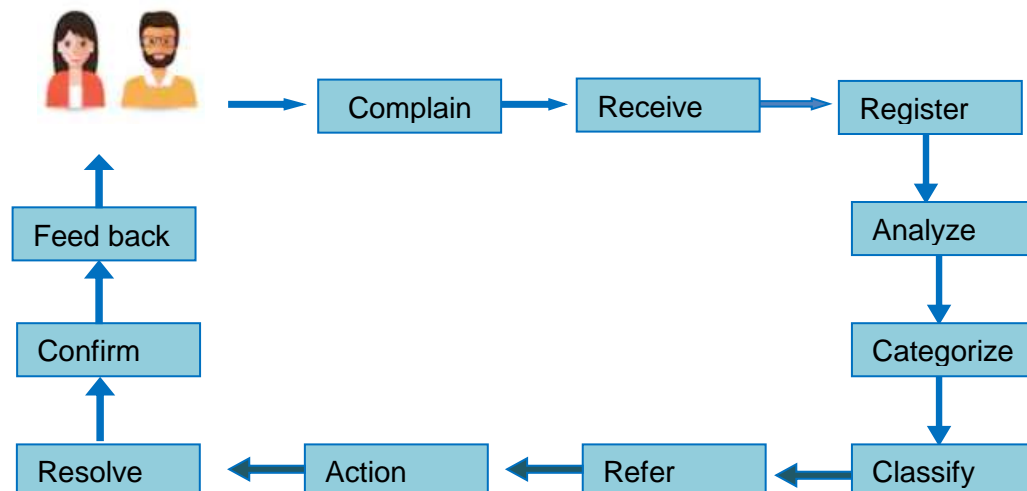
The Head of GRDGRU is responsible to review the resolution record of the grievance.

If the grievance resolution is based on the GRM then it will be marked as confirmed in the system, otherwise it will be rejected.

12.7. Feedback:

Complainant will receive required information on the result of his/her grievance through telephone, website of the program or from the related offices.

13. Grievance resolution process Diagram:



14. Governance of the GRM:

Governance of grievance mechanisms refers to the authority, procedures, and personnel involved in handling and resolving complaints. As this GRM procedure outlines, the authority to solve / address complaints are the CDCs and Cluster CDCs and their sub-committees, facilitated by the CPM/ GR Committees; the DCCMC, the PCCMC and the CCCMC, and for program management related issues within the CC, the relevant divisions for senior management. The Grievances Handling Division is responsible to channel complaints, follow up, ensure documentation of the complaint and its resolution, investigate in the field, and try solve grievances when possible.

MRRD & IDLG relevant Grievance Division/Unit will coordinate with line departments of the ministries in different layers to facilitate the implementation of the GRM.

The GHD/GRU may organize bi-annual meetings where six-monthly data reports (generated from the MIS system) for each of the CC Ministries that show all grievances organized by region, province, and district can be discussed. This will enable each Ministry to have oversight of the issues that are raised and take action to ensure the issue that is the basis for the Grievances are no longer there. GHD may also ask for other ministries to provide staff to help solve grievances.

To ensure that grievances are properly recorded, addressed and solved, MRRD and IDLG have monitoring mechanisms at different levels: CPM/GR Committee at the Community and Cluster/GA level, Social Organizers at District/Nahia levels, Monitoring Officers at the Provincial levels and Monitoring & Evolution Division at the central level.

In addition, management will closely supervise the GRM implementation at their respective level.

15. Tracking Grievance:

The CC GRM ensure that each grievance is assigned a unique ID number by the system so that it can easily be tracked through various stages (Registration, Assigned/Referred to, Action Taken/ Result, Solution/Confirmation) with dates. This ID number will be shared with complainant in case she/he may want to track her/his grievance through the GRD/GRU focal points at District/Nahia, Province and Central level who have access to the GRM system.

Grievance ID number format:

Example 1 for MRRD: 00-CM0000

Example 2 for IDLG: 00-CI0000

The first two digit represent the province in the CC system, CM/CI represents the Citizen Charter of MRRD/IDLG and the last four digits is Grievance ID.

16. Reporting and Analysis Related Entities:

CDC and CCDC CPM/Grievances Redressal Committees regularly report the number of grievances registered in the Grievances Registration Book through the FP social organizers to the District Offices. The District Manager is responsible for the data entry persons to enter the received/submitted grievances from CPM/Grievances Redressal Committees at the community and cluster community levels into the Grievances Handling Database. At the same time, all grievances received directly at any level (district, province or HQ) will be entered into the Grievances Handling Database. Note that the District Manager of MRRD will report all their respective grievances through the system to the relevant entities.

CCPMC is also required to enter all the received/submitted grievances from CCDMC in grievance handling database. Also, all grievances received directly to the CCPMC will be entered into the grievance handling database and report all their respective grievances through the grievances handling database to the relevant entities.

HQ' GHD is the only entity that reports to the CCNPP General Director, who then shares with the line ministries of CCNPP and the WB.

It is necessary to analyze the report throughout the program life cycle in quarterly basis. The goal of this analysis is to find out the challenges/problems to improve the program implementation and make changes.

In order to analyze the report and identify problems and red flag issues, the below variables may provide further insight to understand the prevalence of certain grievances in certain areas.

- How many complaints were received from communities (men and women)
- Of the community grievances (not suggestions or inquiries or comments), what category of grievance raised most frequently (#1, 2, and 3) with most frequent sub-categories included
- What category of grievance raised the least frequent (# 1, 2, and 3)
- Of each Grievance category, which sub-categories have the most grievances?
- Report number of Grievances by FP package, by province, by district

17. Acronyms

CCNPP	Citizens' Charter National Priority Program
MRRD	Ministry of Rural Rehabilitation and Development
IDLG	Independent Directorate of Local Governance
GRM	Grievance Redressal Mechanism
GRC	Grievance Redressal Committee
CPM	Community Participatory Monitoring
ToR	Term of Reference
CDC	Community Development Council
CCDC	Cluster Community Development Council
GA	Gozer Assembly
HR	Human Resource
FP	Facilitating Partner
PMU	Provincial Management Unit
GRD	Grievance Redressal Division
GRU	Grievance Redressal Unit
IDP	Internal Displaced People
DMU	District Management Unit
DCCMC	District Citizens' Charter Management Committee
PCCMC	Provincial Citizens' Charter Management Committee
O&M	Operation & Maintenance
MCCMC	Mayor Citizens' Charter Management Committee
CDP	Community Development Plan
MCCG	Maintenance Construction Cash Grant

18. Annexes

- ✓ **Form 16A, Grievances Registration Form**
- ✓ **Form 16B, Grievances Registration Book**
- ✓ **Form 16C, Program Management Grievance Reporting Form**



Citizens' Charter Afghanistan Project
Ministry of Rural Rehabilitation and Development (MRRD)/ Independent
Directorate of Local Governance (IDLG)
Form 16 A, Grievances Registration Form

Date: ____/____/____

Grievance Reg. #: _____

This form should be completed for each grievance that is related to the Citizens' Charter Activities. Be sure to explain the problem as clearly as possible.										
Complainant Details	Province		District		Village/Gozar		Village/Gozar Code		FP	
	Name:		Phone #		Email:		Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Position of complainant:		<input type="checkbox"/> CDC member <input type="checkbox"/> CCDC member <input type="checkbox"/> Villager <input type="checkbox"/> Others								
Grievance about:		<input type="checkbox"/> CDC <input type="checkbox"/> CCDC/GA <input type="checkbox"/> Elders/ Malik/Other Authorities GA <input type="checkbox"/> Ordinary Villagers <input type="checkbox"/> FP <input type="checkbox"/> DMU <input type="checkbox"/> PMU <input type="checkbox"/> Contractor <input type="checkbox"/> Others								
Uptake Channel:		<input type="checkbox"/> Physical Submission <input type="checkbox"/> Web Portal <input type="checkbox"/> Email <input type="checkbox"/> Telephone <input type="checkbox"/> Text Message <input type="checkbox"/> Complaint Box <input type="checkbox"/> Verbal								
Detail explanation of Grievance:										
Classification of Grievance by Type: <input type="checkbox"/> Actual Grievance <input type="checkbox"/> Inquiry <input type="checkbox"/> Suggestion										
Grievances Categories and Specific Grievances Issues										
Corruption		<input type="checkbox"/> Misuse of Funds <input type="checkbox"/> Theft <input type="checkbox"/> Improper Procurement <input type="checkbox"/> Others specify).....								
Lack of Women's Awareness, Participation in Exercises and Planning		<input type="checkbox"/> No Social Map <input type="checkbox"/> No Resources Map <input type="checkbox"/> No Well-Being Analysis <input type="checkbox"/> No Seasonal Calendars <input type="checkbox"/> No Leaking Pot <input type="checkbox"/> No Women's Mobility Map <input type="checkbox"/> No or Insufficient Participation of Women <input type="checkbox"/> No or insufficient Inclusion of Women's Views and Priorities for Development								
Lack of Awareness, Participation in Exercises and Planning		<input type="checkbox"/> No Inclusion of all Mohalla's <input type="checkbox"/> No Inclusion of Women / Separate Session for Women from Mohalla's <input type="checkbox"/> No Social Map <input type="checkbox"/> No Resources Map <input type="checkbox"/> No Well-Being Analysis <input type="checkbox"/> No Women's Mobility Map								
Election at Community Level with improper process		<input type="checkbox"/> Women excluded <input type="checkbox"/> No inclusion of poor and vulnerable, IDP, Returnees <input type="checkbox"/> No Inclusion of all Mohalla's <input type="checkbox"/> CDC Election with improper process <input type="checkbox"/> CCDC/Gozar Election with improper process <input type="checkbox"/> Sub-Committees Election Problematic <input type="checkbox"/> Women sub-committee members are not consulted / their views not considered <input type="checkbox"/> Others								
Central Government Commitment -- Citizens' Charter Minimum Services Standards: Community/Cluster Community Projects and Services		Drinking Water		<input type="checkbox"/> MSS not met <input type="checkbox"/> Others						
		Transport		<input type="checkbox"/> MSS not met <input type="checkbox"/> Others						
		Energy		<input type="checkbox"/> MSS not met <input type="checkbox"/> Others						
		Small Scale Irrigation Infrastructure		<input type="checkbox"/> MSS not met <input type="checkbox"/> Others						

	Education	<input type="checkbox"/> Lack of Teachers' education <input type="checkbox"/> Insufficient Teaching hours <input type="checkbox"/> Bad Attitude and Behavior of Teachers <input type="checkbox"/> Bad Attitude and Behavior of Principal				
	Health	<input type="checkbox"/> Opening Hours not kept <input type="checkbox"/> Staff Presence unsatisfactory <input type="checkbox"/> No or less Services Available <input type="checkbox"/> Bad Attitude and Behavior of Staff				
Environmental Safeguards	<input type="checkbox"/> Improper Site Selection <input type="checkbox"/> Mitigation Measures problematic <input type="checkbox"/> cutting trees/degradation of pasture problematic <input type="checkbox"/> air/water/noise pollution <input type="checkbox"/> Others					
Social Safeguards	<input type="checkbox"/> Land (Donation/Purchase by Community/Public) Problematic <input type="checkbox"/> Compensation issue <input type="checkbox"/> Others					
Infrastructure Construction Related Grievances (use for MCCG as well)	<input type="checkbox"/> Poor design <input type="checkbox"/> Poor quality (workmanship) <input type="checkbox"/> Cost of Project Problematic <input type="checkbox"/> Selection of Project Site Problematic <input type="checkbox"/> Project captured by elites / powerful persons <input type="checkbox"/> Labor Selection Problematic <input type="checkbox"/> Wage Payment <input type="checkbox"/> Labor Mobilization (voluntary work) – includes labor is coerced <input type="checkbox"/> Others					
Financial / Procurement Grievances (use for MCCG also)	<input type="checkbox"/> Non-transparency of accounts / records <input type="checkbox"/> Untimely disbursement of funds <input type="checkbox"/> Poor Quality of Material <input type="checkbox"/> No competitive bidding <input type="checkbox"/> Problematic Contractor Selection Process <input type="checkbox"/> Others					
Development Actors in the Community (FP - Community Interaction & Government -- Community Interaction)	<input type="checkbox"/> Social Organizer's Man Bad Behavior and Attitude <input type="checkbox"/> Social Organizer's Man Improper Frequency of Visits <input type="checkbox"/> Social Organizers -- Women Bad Behavior and Attitude <input type="checkbox"/> Improper Frequency of Visits <input type="checkbox"/> Engineers Bad Behavior and Attitude <input type="checkbox"/> Engineers Improper Frequency of Visits <input type="checkbox"/> Others					
Monitoring (CPM/GRC)	<input type="checkbox"/> CPM/GRC does not exist <input type="checkbox"/> CPM/GRC team does not monitor <input type="checkbox"/> Social Audit not conducted <input type="checkbox"/> Social Audit Problematic <input type="checkbox"/> Score Card issues <input type="checkbox"/> Grievances Box Location <input type="checkbox"/> Others					
Signature / finger print of Complainant						
Grievance Received by:		Position	Signature:		Action Date	
Grievance Solved by:		Entity	Signature:		Feedback Date	

Citizens' Charter Afghanistan Project
Ministry of Rural Rehabilitation and Development (MRRD)/ Independent
Directorate of Local Governance (IDLG)
Form 16 B, Grievances Registration Book- GRB

Province Name:..... District Name.....Community/village Name.....

No.	Date of received grievance	Complainant Name	Phone# of Complainant	Summary of Grievance	Action and Solution Summary
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Citizens' Charter National Priority Program
Ministry of Rural Rehabilitation and Development (MRRD)/ Independent
Directorate of Local Governance (IDLG)
CCAP Form 16C– Program Management Grievance Reporting Form

Date: ____/____/____

Grievance Reg. #: _____

How to use this Form: This form should be completed for each grievance that is related to the Citizens' Charter Management Activities. Be sure to explain the problem as clearly as possible.

Complainant Details	Name		Phone#		Email		Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
---------------------	------	--	--------	--	-------	--	--------	---

<i>Uptake channel</i>	<input type="checkbox"/> Physical submission <input type="checkbox"/> Email <input type="checkbox"/> Web-Portal
-----------------------	---

Detailed Explanation of Grievance:

Grievances Categories	
1. HR Related Grievances	<input type="checkbox"/> Recruitment related grievances <input type="checkbox"/> Harassment <input type="checkbox"/> Staff bad behavior <input type="checkbox"/> Others (specify).....
2. Procurement Related Grievances	<input type="checkbox"/> late disbursement of contractor installment <input type="checkbox"/> Extra work without contract <input type="checkbox"/> Improper process of bidding <input type="checkbox"/> No-Payment for extra work <input type="checkbox"/> late process of invoices <input type="checkbox"/> Others (specify).....
3. Financial Management Related Grievances	<input type="checkbox"/> Please (specify).....

Complainant's Signature/Finger Print:.....

Grievance Received by:		Position		Signature		Action Date	
Grievance Solved by:		Entity/Di vision				Feedback Date	